

**SECRET**

MEMORANDUM FOR: Director of Personnel

THROUGH: Deputy Director for Support  
Executive Director-Comptroller

SUBJECT: Personnel Counseling

1. In our survey report on the Office of Personnel we made a recommendation for a more organized program of personnel counseling. A copy of our recommendation is attached. You also recall that a somewhat similar recommendation was made in an earlier IG report.

2. I believe it would be prudent to re-examine this matter. There seem to be two categories of people who need attention:

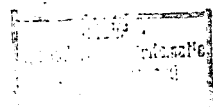
a. Able employees who are resigning because they are dissatisfied for some reason, and

b. People who have problems affecting their work.

3. In cases in the first category, the Office of Personnel is too infrequently unaware of employee dissatisfaction until the decision to resign is made and the employee begins to process out. It is then too late to do much in the way of salvage. As the market for skilled people gets tighter this may be a more serious problem.

4. In the second category, the case is often permitted to reach the point where salvage is impossible, and we may have a complex public relations as well as personnel problem on our hands. Some of these cases wind up in my office.

5. It seems to me that there should be a referent in the Office of Personnel who would be responsible for insuring that appropriate action is taken in time with respect to both categories of people before they reach the point of no return. This would require a close working relationship with the personnel people in all career services and authority to cut across career lines in getting people reassigned where this is necessary. It would, of course, require a close relationship with the Office of Medical Services, Office of Security and your Special Activities Staff, Benefits and Services Division and Personnel Operations Division.



MORI/CDF

6. This should not be considered as an attempt to retain people who are not doing a good job and who should leave the Agency.

7. I continue to feel, however, as stated in our report that the Agency is too complacent about the numbers of good people who leave, as well as the few people who seem to have serious problems beyond their control and who require special handling.

J.S. Earman  
Inspector General

**Attachment**

O/IG/EBB:mp(15 Mar 66)

**Distribution:**

Orig. & 1 - Adses.  
1 - IG Pers. Survey File  
1 - IG Chrono  
1 - EBB Chrono  
1 - Stayback

S E C R E T

It is recommended that the Director of Personnel:

a. Direct the Chief, Benefits and Services Division or another qualified officer to:

(1) Develop a program of personnel counselling which will be more responsive to the needs of dissatisfied, under-used and misassigned employees, and of employees with medical, emotional, alcoholism, family and financial problems affecting their work or suitability for employment.

(2) Develop information on what other progressive government and private organizations are doing in this field.

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(3) Prepare a revision of   Reassignment of Personnel, which would permit an employee who seeks reassignment and who has not been able to obtain satisfaction through his chain of command, to consult with the Office of Personnel providing he keeps his supervisor appropriately informed.

b. Present a proposal to the DDCI for an organized program of personnel counselling.

S E C R E T